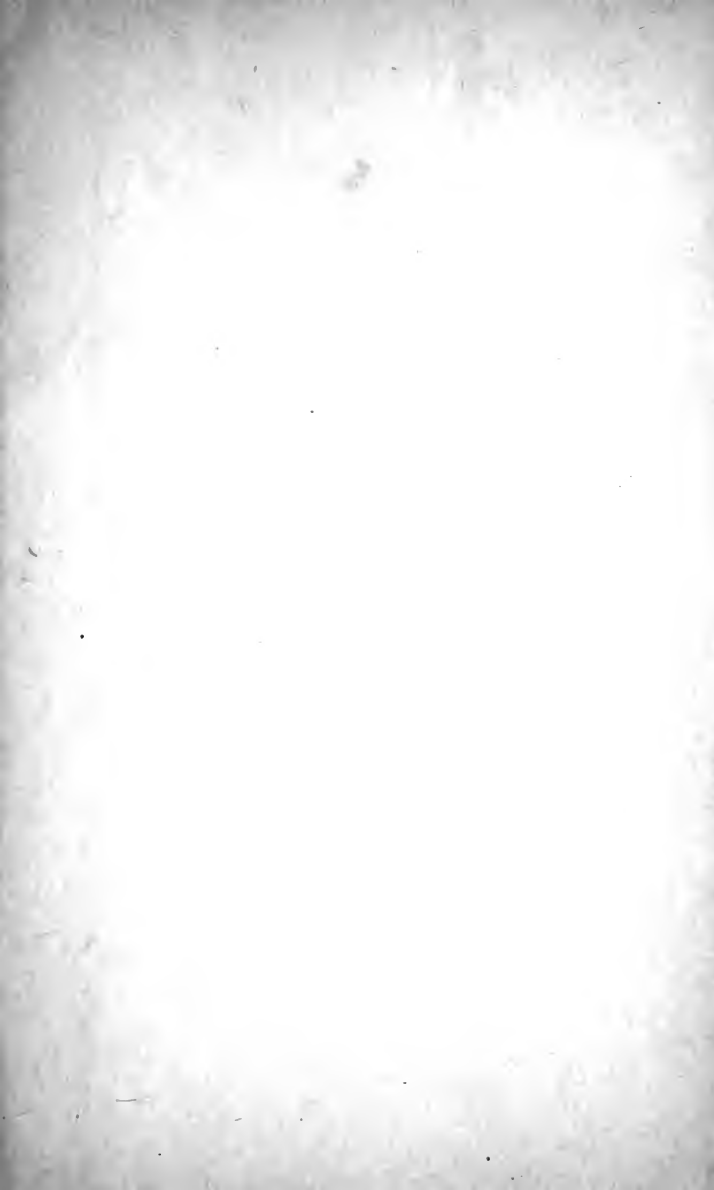
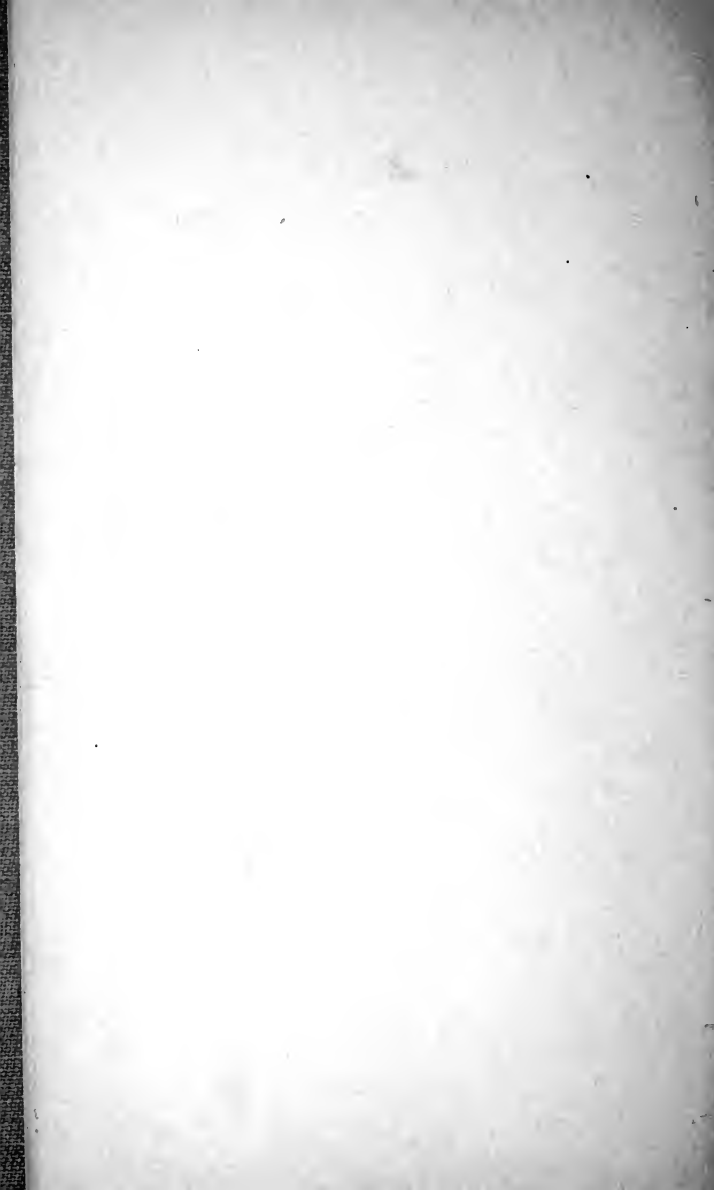


**HOW TO JUDGE
AN
ADVERTISING AGENCY**







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POINTS ON MERCHANDISING ADVERTISED PRODUCTS THROUGH DEPARTMENT STORES

This booklet, published by the J. H. Cross Company, and representative of its research work in the department store field, has been highly praised by such stores as Marshall Field & Company; Wm. Filene's Sons Company; Strawbridge & Clothier; Abraham & Straus and others. Many of the leading national advertisers have commended it very highly.

MERCHANDISING ADVERTISED PRODUCTS THROUGH DRUG STORES

A similar booklet, which deals with the merchandising of products salable through the drug jobber and drug store. Leading jobbers, representative retailers and some prominent advertisers of drug products testify to its exceptional worth. It presents a clear and terse picture of the present status of merchandising in the field dealt with.

Copies of either or both of the above mentioned books will be supplied without charge to business men who are interested in them. Write to the J. H. Cross Company, 214 South Twelfth Street, Philadelphia, Pa.

HOW TO JUDGE
AN
ADVERTISING AGENCY



J. H. CROSS COMPANY
General Advertising Agency
214 SOUTH TWELFTH STREET
PHILADELPHIA



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HOW TO JUDGE AN ADVERTISING AGENCY

THE PRESIDENT of a firm which spends several hundreds of thousands of dollars a year for advertising, which we prepare and place, said recently, at the end of a conference upon one of his products: "I used to think that all this talk handed out by advertising agency representatives was bunk,—and a lot of it is, because I have placed business through two other advertising agents and I have tried placing it direct, but I never made much progress until I employed the J. H. Cross Company six years ago. I feel now that I could have saved a good deal of money, besides having my business further

along if I had met you five years sooner. In the interest of good advertising there should be some way whereby a business man can check up advertising agents and determine with greater accuracy the one best adapted to serving him."

We told him that there are a great many advertising agents in this country, many of whom are trying earnestly to serve their clients efficiently, but that since advertising agency service has developed into such a many-sided, complex work, it is difficult to get just the right combination of ability to make an efficient organization. We discussed the matter for some time, during which we gave this client much information regarding advertising agencies, and he finally insisted that if we would publish just what we had told him, it would be

of great assistance to many manufacturers. This booklet is the result.

WHAT IS
ADVERTISING AGENCY SERVICE?

Many times we are asked this question by business men who have not watched closely, nor experienced at first hand, the service of a modern advertising agency. Our answer necessarily must be an analysis of what *should be* the functions of *every* advertising agency—and of what *are* the functions of the J. H. Cross Company.

Thirty or forty years ago the advertising agent was little more than a space broker. He placed and sometimes wrote the copy, but he contributed nothing to selling strategy. Even today some agencies still pursue this elementary method.

As advertising developed, agen-

cies found that their standing was bettered by ability to make the space they handled more productive.

As merchandising, and its logical employment of advertising, has become more and more complex, the leading advertising agents have developed distinct services which are not obtainable from any other source available to the average manufacturer intent upon a single product or line of products.

In brief, the competent advertising agent of today must possess sales generalship. As the skilled physician keeps pace with medical progress, so the advertising agent must keep pace with the art of selling. As the physician deals with each case in the light of his own and other physicians' experience with hundreds of other cases, so the competent advertising agent gives each

client the benefit of his own and his acquired knowledge drawn from the whole wide field of selling. By an accident of phraseology his name is linked entirely with advertising, but his function extends far beyond the mere preparation of the "copy" which eventually reaches the public, and ends only with the accomplishment of a definite sales purpose. Were all space-carrying publications and other advertising media abolished, the advertising agent's function of advising regarding sales would remain.

LIMITATIONS OF ADVERTISING AGENCY SERVICE

There is no magic about advertising agency service. Few advertising agents know, or ever can learn, the individual business of a client as well as the client himself knows it.

On the other hand, few manufacturers can have the agency's first-hand contact with hundreds of different selling methods, or develop the agency's corresponding breadth of vision. The very intensity of a manufacturer's specialization leaves him too little time to study and profit by the successful methods of other manufacturers. If positions were reversed, this broad, general knowledge of the advertising agent would be out of place. The manufacturer needs his intensive specialization to further his business. The advertising agent needs his broad, general knowledge of selling. The joint efforts of a competent manufacturer and an equally competent advertising agent accomplish the purpose of combining a high degree of specialization in the manufacturer's chosen field with a broad under-

standing of the most modern selling methods.

FUNDAMENTALS OF
ADVERTISING AGENCY SERVICE

Let us now attempt to describe the service a capable advertising agent will render to a typical client:

1. *He will add thorough general knowledge of selling methods and markets to his client's specific knowledge of his individual market and product.*

2. *He will recognize when data at hand are insufficient for basing accurate conclusions, and will know how to supplement these data by original investigations and trade research among dealers or consumers.*

3. *He will recommend suitable means of securing distribution, of handling salesmen, of winning*

dealers' co-operation, of counter-acting or stopping unfair competition, of stabilizing and broadening consumer demand, of condensing unwieldy lines, of improving packages, etc.

4. He will know, or know how to find out, whether the time, the season, the market conditions, the dealers' attitude, all are favorable for the start of an advertising campaign.

5. He will suggest new markets, new uses of the product by consumers, and new products and ways of merchandising them, if such changes are necessary.

6. He will know with great exactness the merits of various media in relation to a given product; the value of various styles of copy, characters of art work, sizes of space, and lines of reasoning.

7. He will know the proper cost

of the most suitable art work, the plates and all other material entering into the preparation of advertising copy.

8. He will know the lowest possible cost of space in magazines, newspapers, billboards, car cards, trade-papers, or whatever media are to be used for the campaign. He will be in a position to buy this space at as favorable prices as anyone can obtain.

9. He will prepare in his own organization a complete recommendation as to advertising media to be used, together with illustrations, copy, plates, and finally, finished advertisements, including catalogs, trade literature, and other printed matter incidental to the most effective use of the advertising by the manufacturer's sales organization.

10. *He will forward copy to the media selected and after its appearance will "check" the magazines, newspapers, and trade publications, seeing that the space paid for is delivered, that the advertisements are inserted in schedule order, that they are given good position in the publication and that they are well printed.*

11. *He will render to his client carefully itemized monthly bills, showing exactly what moneys have been expended.*

Any advertising agency that falls short of this service is *not* a modern agency, and is *not* delivering the type of service which is most successful today. Any manufacturer who pays an advertising agency for service which does not comprehend all of the fundamentals here outlined is paying for more than he gets.

**ADVERTISING AGENCY SERVICE
IS PERSONAL**

Like the practice of medicine, advertising agency service is personal. An advertising agent must have learned his business by years of experience in advertising, else he gets his knowledge at the expense of his clients. He must be able to reason correctly from particular cases to a principle, and from the principle to another case. He must know his limitations, as expressed in terms of his own experience and that of his organization, and forbear to seek business which he cannot handle to the advertiser's best interest.

Although personal thought, effort and contact play an enormously important part in really efficient advertising agency service, it is, nevertheless, true that organization is almost equally im-

portant. The advertising agent who attempts to combine in his own person all of the ramifications of modern agency service is as inefficient and as undesirable from the manufacturer's viewpoint as the agent who, because of his own lack of experience, attempts merely to operate an advertising agency on a cut-and-dried plan by hiring others to do all the work.

At the head of every advertising agency that gives modern service in this country will be found a man of ripe business experience, supplemented by thorough general knowledge of the best advertising agency practice and organization. Such a man has the knowledge to select and the power to attract men whose individual experience will reinforce his own.

WHEN ADVERTISING AGENCY SERVICE
WILL BE MOST EFFECTIVE

1. *When the agency possesses the entire confidence of the advertiser.*

2. *When the agency organization is large enough to maintain highly specialized copy, art and mechanical departments.*

3. *When it is so old in experience as to have accumulated much knowledge as to the relative values of media, sizes of space, art and copy treatments, cost of covering markets, etc.*

4. *When its members, in addition to a high degree of specialization in their individual functions within the agency organization, have also accumulated selling knowledge covering widely diversified lines.*

5. *When the agency is not too much occupied with large accounts*

to give plenty of time and study to a new, smaller account.

6. When the agency, as judged by any one of its individual members or by its membership as a whole, measures up to the best standards of American business.

7. When the agency has the financial stability to command the full respect of publications and other media with which it is authorized to do business.

8. When the total volume of business of the agency and its relations with clients are so thoroughly developed that the agency has complete freedom from domination by space sellers.

9. When the agency has in its copy, art and service departments men who have made special study of an advertiser's particular field.

With reference to the last paragraph, however, please note that

the handling of directly competitive accounts is not to be recommended, no matter what the success of the agency in a given field may be.

THE ADVERTISING AGENCY
OF BIASED JUDGMENT

Any man can hang out a shingle and call himself an advertising agent. There are probably about 2,000 s o - c a l l e d "advertising agents" of all classes in the United States; an advertising directory lists 1,161 advertising agents in the United States and Canada in 1919. In 1918 the same directory listed 1,144; of these, 91 went out of business during 1919 and 108 new agencies entered the field. The figures of mortality alone will prove to any common-sense business man the irresponsibility of some s o - c a l l e d "advertising

agents," as well as their justly slight claim upon his attention.

Of t h e 1,161 "advertising agents" now in business, the American Newspaper Publishers' Association (which is the official newspaper publishers' organization for the administering of business with advertising agents) recognizes only 363.

About the same number of advertising agents are recognized by the Periodical Publishers' Association, but the agents recognized by the American Newspaper Publishers' Association are not necessarily recognized by the Periodical Publishers' Association, and vice versa.

Still further reduction in the number of advertising agents of the highest standing is made by the membership extended by the American Association of Advertising Agencies, which in January,

1919, included only 117 leading agents.

It is evident, therefore, that the number of advertising agents who are really equipped so as to be entirely free from bias in one direction or another is quite small. For instance, only agents who are members of a subsidiary organization of the American Association of Advertising Agencies are able to handle billboard and painted sign advertising so as to obtain the best possible prices for their clients. Other agencies are able to buy such space only at higher rates, accounted for by smaller commissions. Many agencies are wholly unable to do business with the interests controlling the outdoor advertising of the United States. Similarly, some advertising agencies are recognized by newspapers, but are not recognized by maga-

zines; others are recognized by some magazines, but not by others, and so on.

The advertiser who does business with an agency equipped to handle only newspaper business, magazine business, or only a part of either, obviously accepts either biased advice or complete lack of knowledge concerning some classes of media by which the agency is unrecognized and with which it has transacted no business. One of the banes of the whole advertising agency business is the tendency of uninformed advertisers to place on the same plane all those who call themselves "advertising agents," only a comparatively small number of whom are really in a position to deliver the service which they claim to be able to render.

The J. H. Cross Company is a fully-recognized, national advertis-

ing agency which, for more than six years, has been doing a large volume of business with all the leading advertising media.

We are recognized by the Periodical Publishers' Association and by the Curtis Publishing Company, the two divisions of the magazine field.

We are recognized by the American Newspaper Publishers' Association, which is the national organization of newspapers.

We are recognized by the Agricultural Publishers' Association—the organization of farm paper publishers.

We are members of the American Association of Advertising Agencies.

We are members of the Audit Bureau of Circulation.

We are members of the National Outdoor Advertising Bureau,

through which we are enabled to handle painted sign and billboard advertising all over the United States.

There is no form of recognition which the J. H. Cross Company lacks; therefore, we may claim with entire justice that we are free from any necessity for bias in favor of one form of publicity as contrasted with another, and are in a position to advise regarding advertising media with only the advertiser's best interest in mind.

Advertisers should invariably question all advertising agents who solicit their attention as to the completeness of recognition. The advertising agent who lacks recognition by any one of the great organizations enumerated above should instantly be eliminated on the just ground that his judgment cannot be free from bias toward those

forms of advertising by which he is recognized.

Perhaps the best general guarantee of an advertising agency's worth is membership in the American Association of Advertising Agencies. Such membership implies not only reasonable financial strength, dependable business principles, willingness to live up to high standards of service and possession of sufficient organization to serve a broad advertising field, but also, in practically all cases, insures the possession of the other forms of recognition outlined above.

THE READY-MADE PLAN AGENCY

Some advertising agents seem to be cursed with a feeling that they have nothing left to learn in advertising. The representative of an agency of this type feels entirely justified in glibly outlining an ad-

vertising plan or policy as the result of a fifteen-minute interview. If such quick work as this is impossible in a given case, this type of agency will often submit a written plan, together with complete copy, without any further study of the advertiser's problems.

Since advertising plans and actual advertisements are the visible and tangible product of an advertising agent's service, it is quite natural for the average advertiser to want some such evidence that his selection of a given agency is correct. Nevertheless, an advertising agency is really in a position to submit a complete plan and finished copy only after detailed study of the advertiser's individual business. General knowledge of a given advertiser's industry is not sufficient; the individual advertiser's position in his industry must

be known, together with confidential facts relating to the progress of the business—such facts as few business men are disposed to give out broadcast.

Our position, therefore, is that no advertising agency is ever in a position to submit concrete recommendations and finished copy until it is in possession of all the confidential facts about the advertiser's business which have bearing upon the situation; until it has made whatever trade or consumer investigations are necessary (and these sometimes cost considerable sums); and until it has established a complete basis of confidence with the advertiser, comparable with the relationship existing between a client and his attorney.

The glib, ready - made - plan agency is unreliable and unsafe. If by good luck it makes a few

successes, its trail is, nevertheless, strewn with costly failures.

We are always ready to submit evidence as to the fitness of our service to any advertiser who will accept a confidential relationship with us as a preliminary requisite, and who will then agree to pay a fair fee for the work which a plan and finished copy cost. Such an arrangement need not make it unavoidable that the advertiser place his advertising with us if he fails to agree with our findings.

THE CUT-RATE AGENCY

It has been estimated by most competent advertising agencies that, of the 15 per cent (average) of any appropriation allowed the advertising agent, it costs the real service agency about 11 percent to deliver the service. This leaves 4 per cent as the agent's profit. This

is certainly small enough, especially when the element of financial risk is taken into consideration.

There are other advertising agents, however, who do not maintain service departments at all; who, if they have a so-called "service department," man it with individuals of low average ability, and who often stay in business only a brief time, and during their stay accomplish little more than their own financial ruin and the demoralization of the advertising policies of the advertisers whose business they handle. These advertising agencies frequently offer cut rates.

To begin with, the offering of a cut in rate is a dishonest procedure which is absolutely contrary to the agreement which every advertising agent makes with advertising media. The advertising agent who

offers a cut rate breaks his word with the publishers. Assuredly it is quite difficult to believe that, having broken an agreement with one set of business interests, he will keep it with another—the advertiser.

In the second place, it has been demonstrated that a competent advertising agency cannot be maintained on a lower rate of commission than an average 15 per cent. The advertiser who appreciates the value of doing business year after year with the same advertising agency, in order that his advertising advisers may grow up together with his business, never pays any attention to an offer of a cut in rate.

The advertising agency which offers a cut in rate, or consents to such an arrangement, simply real-

izes that its service is inferior and not worth the right price.

THE SPELLBINDING AGENCY

It sometimes happens that the promise department of an advertising agency is about three-fourths of the agency's entire personnel, and, consequently, the production and performance departments find themselves confronted with impossible tasks.

One example of this type of advertising agent is the man who, having worked on the classified columns of a newspaper, feels that he has learned all there is to be learned about advertising; he, therefore, calls himself an advertising agent and, in one way or another, persuades the unwary to entrust him with their business. This type of advertising agent destroys the confidence of advertis-

ers, and does the whole advertising agency business a great injustice.

Another type of the spellbinding agency is the one which employs "solicitors" as distinguished from "service men." "Solicitors," as the term is commonly used by advertising men, are salesmen employed exclusively for the purpose of selling an advertising agency's service to advertisers. They assume no responsibility for the success or failure of a campaign; they are in a position to promise anything that will land an order; they have, as a rule, no constructive knowledge of advertising.

The men who represent this agency in preliminary negotiations are the same men who represent it after relationship is established with an advertiser. Each account we handle is under the general direction of a single individual, or

“service man,” who has at his command all the resources of our organization. Our service men are selected for their all-round competence as advertising men. They are assigned to accounts in accordance with their special fitness to handle a given type of business with the greatest success.

Sometimes the spellbinding department of an agency is plausible enough to explain away temporarily the lack of success, but in most cases connection with this type of advertising agency is thoroughly unsatisfactory to the advertiser. Pay no attention to the recommendations of the man who is an out-and-out “solicitor” for his agency. The chances are about nine to one against his having had any real advertising experience. On the other hand, do not expect such glowing promises of achieve-

ment from the man who represents an advertising agency where his own ability must play a large part in making a success. He knows the limitations of advertising; he generally is not a "star" salesman; he has a conscience, and so has his agency.

THE "PUT-IT-OVER" ADVERTISING AGENCY

This type of advertising agency often is the employer of the simon-pure agency "solicitor." It is by no means so careful in the expenditure of its clients' money as it would be of its own. It frequently rushes into general advertising the client who should spend months or even years in preparatory advertising through trade or technical publications; it makes no really sound investigations of trade conditions; it is interested only in one thing—collecting commissions from space used.

A carefully worked out plan of advertising at a cost of only a few thousand dollars, properly merchandised, has been known to accomplish a great deal more for the advertiser than another campaign costing two or three times as much. The plan decides the appropriation quite as much as the appropriation affects the plan.

Every recommendation coming from the J. H. Cross Company as to the expenditure of money in advertising has the sanction of the heads of the agency. This sanction is based upon our conviction that the advertiser is in a position to realize upon the sales power generated. Such conclusions are reached not only through careful discussion with the advertiser, but also through the work of our Research Department. This department is equipped to deliver infor-

mation as to the condition of markets, the extent and activity of competition, the value of the product as contrasted with competing products, the attitude of the trade and many other vital factors entering into the success of an advertising campaign.

A great many advertising agencies make no attempt to maintain research departments. Others which do make such work a part of their business camouflage it a good deal. Our Research Department is thoroughly practical and not at all pompous. We have no way of forecasting the future by cutting the commercial cards or otherwise performing magic. Nevertheless, we can tell any advertiser the general conditions in his field, and for our clients we keep close touch with the progress of their advertising campaigns,

even to the point of sending our own men out to travel with their salesmen, making intensive local investigations of market conditions.

One great difference between the kind of Research Department we maintain and some others is that we are not dependent upon figures supplied by publishers. While we do utilize such figures to some extent, we also check for ourselves the advertising expenditures of competitors, and we subscribe to a great many of the statistical services from which the publishers themselves obtain their information.

THE "GOOD FELLOW" AGENCY

Many advertisers, unaware of the real importance of the right agency connection, regard all advertising agents alike. Knowing one whom they consider a "good

fellow," they give him their accounts, feeling that "we might as well let him make the commission." Only the advertiser who does not yet understand the tremendous value of competent advertising agency service can possibly entertain this view. In most cases, selecting an advertising agent on the sole basis of personal liking is several times as dangerous as loaning a man money because he can tell a good "Ford" story. No good business man selects his attorney purely on a basis of personal liking; nor should he so select his advertising agent.

The older an advertiser becomes, the more carefully he scrutinizes advertising agencies before selecting one to serve him.

THE ONE-MAN AGENCY

A leading publisher recently said

that no one man is sufficiently versatile to render satisfactory agency service.

No single individual can be at once the best sales adviser, the wisest plan maker, the shrewdest space buyer, the most convincing copy writer, the most accurate bookkeeper and the most painstaking administrator of details. Human ability is not so arranged.

The kindest judgment of the one-man advertising agency is simply that it is most frequently conducted by an ambitious but uninformed man whose business acumen is impeached by the very fact that he elects so to conduct his business.

THE LOP-SIDED AGENCY

Sometimes an advertising agency has in its organization one man of exceptional skill in making plans, writing copy or devising

illustrations, and no other individuals whose competence is established. Such an agency obviously is lop-sided. Copy, art and plans, all are important, but no single one of these essentials to successful advertising will function efficiently without equal merit in the other two. The well-balanced advertising agency must be able to show absolute dependability in all the phases of its service; unusual ability in any single direction is no guarantee of the proper performance of other duties.

The J. H. Cross Company is well balanced. In copy, in art, in space buying, in plan making, in following details, it employs men whose experience covers many years. It neither emphasizes one of these important functions of advertising agency service to the detriment of the others, nor

achieves merely a low service standard in all departments.

THE BIG AGENCY

Advertising agency service is semi-professional, and is, therefore, a somewhat personal service. The sense of personal responsibility, which ought to be felt in advising as to the investment of large sums of money, is largely lost when an agency becomes so very large in number of clients that the principals in the agency are not in touch with each and every account handled.

It is also as natural as the love of gain that clients who are spending the largest appropriations are the only ones to receive the earnest attention of the best brains of the very large advertising agency. An appropriation of \$50,000 is not large, as advertising appropria-

tions go, but it generally means as much to the advertiser as a half-million dollar appropriation means to some other firm. Suppose two such accounts are served by one very large advertising agency, and both require quick and careful consideration at the same time, what chance has the smaller advertiser?

It is our fixed belief that it is no more possible for an advertising agency to increase its total number of clients indefinitely than for a famous surgeon to operate upon all the cases in his field of specialization occurring in a given city. The mere fact that the best advertising agency service involves a great deal of personal attention on the part of the agency heads, automatically imposes the same sort of time limitation as is imposed upon a lawyer, a doctor or a dentist. Granting the fact that the limitation is not quite

so definite as in the cases of these strictly professional men, it exists, nevertheless, in some measure for the advertising agent. It is significant that during the past year at least two very large advertising agencies suffered the loss of a great deal of important business—business which went into the hands of much smaller advertising agencies capable of giving it much closer attention. Practically all the very large agencies (that is, large as to number of clients) lose more accounts in proportion to their total volume of business than the medium-sized agencies.

The business of the J. H. Cross Company, while already considerable, is as yet small as compared with the business volume or number of clients of any one of perhaps twenty advertising agents in the United States. No account execu-

tive in our organization today has the burden of caring for such numbers of clients as each of the account executives in these larger agencies must assume. And, furthermore, it is our fixed belief that our own best interest will be served by recognizing our limitations, and by refusing to extend our list of clients beyond the point where the four or five leading members of our organization can give each client thoroughly satisfactory and thoughtful service.

It is the very large advertising agency, too, which most frequently injures itself and the advertising agency business by the employment of the "star solicitor," who is paid a big salary simply to get business, and who does not do a single thing to serve any client he secures. Promises made by such men, as has been pointed out in an

earlier paragraph, are made without recognition of any personal responsibility for their fulfillment.

**WHY WE BELIEVE IN THE
MODERATE-SIZED ADVERTISING AGENCY**

When the J. H. Cross Company was a small and a very young advertising agency, it recognized and believed in the rightness of the principle of the moderate-sized advertising agency. It secured its present business, not by misrepresenting its condition, but by stating its determination to grow to a certain size within a reasonable time.

Today it has a total volume of business, and number of clients, of about one-third its ultimate limit.

We believe in, and always have believed in the moderate-sized, well-balanced advertising agency with integrity beyond question, and with business volume sufficient

to warrant the employment of recognized experts in its leading departments. We think that such an advertising agency is in a position to render ideal service to the average general advertiser spending from \$10,000 to \$500,000, because:

1. The agency's personnel presents the required grade of executive.

2. It renders really personal service.

3. It is sufficiently flexible to make possible a conference of its leading men at short notice.

4. It is free from the domination of a few very large accounts.

5. It does not allow any one phase of agency service to overshadow other equally important phases, even though an account may originally have been attracted

to the agency by reason of excellence in a certain phase.

6. It does not promise the impossible, because it has no intention of expanding its list of clients indefinitely, and therefore wishes to add only those clients who promise to become real advertisers.

7. It is carefully departmentalized so as to insure efficient work, and yet is not overloaded with red tape.

8. It is large enough to keep itself aloof from fads and isms and other whims that may happen temporarily to loom up big on the advertising horizon.

9. Having a self-imposed limit upon the number of clients it can serve, it is dependent for growth upon making advertising more and more profitable to the clients it accepts.

10. It recognizes the fact that more successes are developed by hard, conscientious work than by a happy inspiration on copy.

The J. H. Cross Company can answer every one of the qualifications given above to the thorough satisfaction of any advertiser who may be interested in its service. There are eight men in our organization, who individually and collectively, are responsible for the creative work of the agency; each one of these men has spent from five to sixteen years in really important creative work in advertising; each one has been selected because his record in a given phase of the work is more than usually impressive.

We regard the business connection between a client and his advertising agency as confidential. Every worth-while business has

more or less information peculiar to its line, which it is only sane business to keep more or less secret. We see no more reason for telling the public about the details of your advertising than your lawyer would have in spreading broadcast the news of your legal activities.

We do not take competing accounts because we believe that it is impossible to serve two competitors equally well, and maintain proper relations with either one of the two.

And, while our business is not yet so large as we wish it to be, nor so large as it fairly promises to be in the near future, the quality of our service is as near 100 per cent. perfect as very thorough experience and detailed knowledge can make it. A manufacturer in any one of a number of lines of business might spend \$100,000 before

learning as much about advertising his product as we could tell him before spending a single cent; and our knowledge is at his disposal for the asking.

WHAT CLIENTS SAY

One of our clients, who has been with us for a comparatively short time, and who is a very successful manufacturer, as well as being one of the largest in his line, while in our offices recently, made the statement that if he were starting in business over again, the first thing he would do after selecting his partners would be to choose an advertising agency, because, although he might not have an opportunity to advertise for some time after the connection was made, yet he found that the advertising agency would save him time, trouble and money by advice as to

the best methods of merchandising his line.

More than 85 per cent of our present total volume of business has been developed entirely by us; that is, the firms contributing this percentage of our total volume were either non-advertisers or markedly unsuccessful advertisers prior to their connection with us.

Although our business has increased twelve-fold in the six years we have been in business, we have only three times as many clients as we had six years ago. In other words, our business has come through making advertising profitable to such clients as came to us without much urging, rather than by getting a host of clients through the most intensive sort of soliciting. Quite possibly, a more aggressive policy of soliciting advertisers would have brought us more busi-

ness. We have been content to grow more or less slowly, feeling that this is the safer way.

Occasionally we are complimented by our clients, and perhaps it will not be inopportune to reproduce here some of the more recent letters of this kind.

One client writes:

“It may be of interest to you to know that, since our connection with your company, we have been getting better returns for our money spent in advertising than we have ever had from any other source. Your service has also saved us much time, work and worry. We have been advertising for over a quarter of a century, during which time we contracted with the newspapers direct and also through several advertising agencies.”

Another client writes:

“We are glad to testify to the careful attention which you have given our national advertising for the past five years. As you know, we have no one in our organization whose sole duty is the superintendence of our advertising, and your agency has, therefore, combined in a much greater measure than is usual the work of both an advertising manager and an agency.

“We know that there are agencies which refuse to take accounts whose advertising appropriations are less than \$50,000. We know that other agencies which accept accounts smaller than this give them to the care of the weaker service men, or fail in other ways to care for them, as every advertiser naturally wants his advertising cared for. We are appreciative of the fact that we have been given all the time, thought and attention we

could possibly desire from the principals in your business. In short, we feel that our selection of your agency at the time we adopted national advertising was fortunate for us, and we are thoroughly satisfied with the way our advertising has been conducted in the past and with the plans for the future."

Still a n o t h e r advertiser of importance writes:

"I am more than pleased with the r e s u l t s obtained through national advertising since you have been handling our account. When we first started with you, our appropriation for advertising was extremely small. We attribute our success to the judicious use you made of this small appropriation. I like the broad view you take of the situation. You are truly national in scope. The goal you set is a spur to the whole organiza-

tion of any business. It is a pleasure to work with such logical, sound thinkers and doers as you have shown yourselves to be."

Still another client, not included among those quoted above, spent \$80,000 through two different advertising agencies before making a connection with us. His sales were very unsatisfactory. We advised an expenditure of only a few hundred dollars monthly to begin, because we felt that there was an element of time in the establishment of his product, which no amount of money could break down very fast. This client came to us six years ago. Today his appropriation is several hundreds of thousands of dollars yearly; his product is nationally known; his business is quite large and very profitable. This is a typical case,

illustrating the way our business has been built.

**THE ONE GREAT ESSENTIAL—
CONFIDENCE**

The relationship which must be maintained between an advertiser and an advertising agency, differs in many essential respects from any other relationship in business. It combines some of the confidential relationships which an attorney must maintain, with a great many of the more common business relationships.

The one great essential to success on both sides, however, is mutual confidence. The advertiser must have confidence in the integrity, business judgment and professional skill of his advertising agent. The advertising agent must be able to feel that the advertiser respects the position occupied in

modern advertising by the advertising agent.

There are advertising agents in whom no manufacturer is justified in reposing confidence. They are probably no more numerous than are insincere and unworthy manufacturers. But they do exist.

Similarly, there are manufacturers who, because of congenital inability to see any one's side of a business proposition except their own, are unprofitable clients for any advertising agency.

The development of the mutually agreeable relationship which exists between the J. H. Cross Company and its present clients is largely based upon the character of the individuals composing our organization, as related to the character and needs of the businesses we serve. There are places where we fit into a business better

than any other agency we know of; there are places where we do not fit in at all. It has been our good fortune, generally, in the past, to discover our inaptitude in a given relationship a good deal quicker than most prospective clients discover it. Hence it is never the lot of a business man who calls us into consultation with a view to a possible relationship to expose himself to too-persistent or disagreeable solicitation.

And we are always glad to lay all our abilities and achievements clearly before any manufacturer, without expense or obligation on his part, and with full appreciation of the fact that only the clearest mutual understanding of the situation will benefit either of us.

Every advertiser contemplating an agency connection will safeguard himself against possible dis-

appointment by judging every agency he considers according to these points:

1. *Integrity of the personnel of the agency.*

2. *Length of time the agency or individuals composing it have been in agency work.*

3. *Completeness of recognition.*
(See page 17.)

4. *Experience of the agency in handling a commodity of similar character.*

5. *Size of agency.*

6. *What selling or merchandising plans has the agency originated for its clients as opposed to business which is merely "placed"?*

7. *What experience in selling have the agency members had?*

8. *Does the agency take competing accounts?*

9. *Do the agency's clients show healthy growth as advertisers?*

10. *Do the agency representatives show merchandising knowledge or are they merely "solicitors"?*

11. *Has the agency one or more very large accounts which dominate it, and which might make it difficult for a new advertiser to secure full measure of attention?*

12. *Is the agency well organized? Has it experts in charge of plans, copy, art, space buying, preparation of trade literature?*

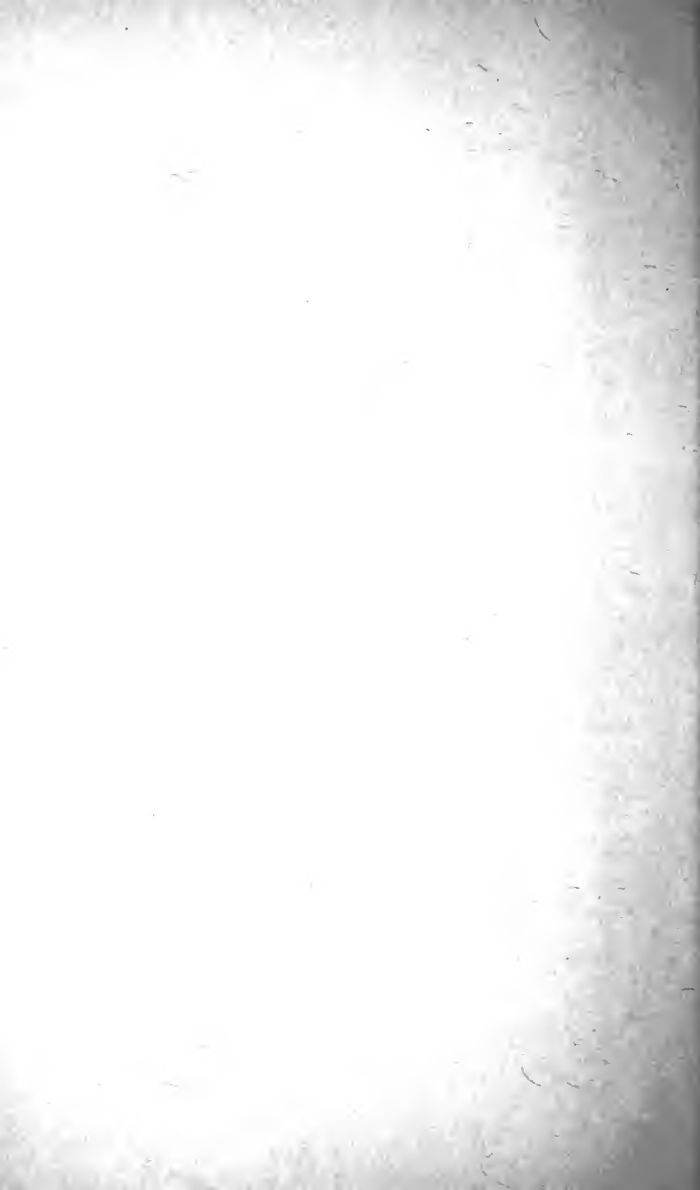
13. *If your field is difficult, has the agency any men who know merchandising conditions in that field?*

14. *Considering that agency service is no stronger than the individual delivering it, would the heads of the agency or members of the firm handle your account?*











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